



**Performance Work Statement (PWS)
For
Defense Acquisition University (DAU)
Learning Capabilities Integration Center (LCIC)
Learning Assets and Systems Program Support (LASPS)**

GSA ITSS Order ID: ID03140003

Task Order Type: Hybrid (Time and Materials & Firm Fixed Price)

1.0 BACKGROUND

The Defense Acquisition University (DAU), located at Fort Belvoir (Virginia), coordinates the Department of Defense (DoD) acquisition education and training program to meet the training and performance support requirements for over 145,000 military and civilian personnel serving in acquisition positions worldwide. Through its dispersed campus, the DAU provides a full range of basic, intermediate, and advanced courses to support the career goals and professional development of the acquisition workforce. Further, the entire Federal Government's workforce, defense industry partners, and foreign acquisition professionals use DAU's learning and training materials.

DAU's mission is to provide practitioner training, career management, and support services to enable the DoD Acquisition, Technology, and Logistics (AT&L) community to make smart business decisions and deliver timely and affordable capabilities to the warfighter. In 2001, to help shape a culture that promotes career-long learning at the point of need, DAU adopted the AT&L Performance Learning Model (PLM), which laid the foundation for meeting the professional development needs of the DoD AT&L workforce. This overarching construct, when operational, addresses multiple aspects of the mission, including certification and career advancement training, continuous learning, performance support, knowledge dissemination, and research and analysis of Defense acquisition policy issues.

There are eight program areas (Acquisition Management; Aircraft Operations; Information Technology; Procurement and Contracting; Technical Management; Business, Cost Estimating, and Financial Management; Logistics; and Quality Assurance) that make up the DAU curriculum. There are 19 Acquisition, Technology and Logistics (AT&L) workforce career fields. With the exception of the Auditing Career field, for which training is provided and managed by the Defense Contract Auditing Institute, these career fields were grouped in to the eight program areas to facilitate the effective management of all learning assets development within DAU. The program areas and their related career fields are in Table 1-1. A description of each of the program area and courses are available in the DAU catalog (<http://icatalog.dau.mil/>).

Table 1-1: Program Areas and Career Fields

PROGRAM AREA	CAREER FIELDS
Acquisition Management	<ul style="list-style-type: none">• Program Management• Earned Value Management• Facilities Engineering

Aircraft Operations	<ul style="list-style-type: none">• Government Flight Representatives• Government Ground Representatives• Aviation Safety
Information Technology	<ul style="list-style-type: none">• Information Technology
Procurement and Contracting	<ul style="list-style-type: none">• Contracting• Contracting Duties – Administrative, Pricing/Cost Monitoring, Property Officer• Industrial and/or Contract Property Management• Purchasing
Technical Management	<ul style="list-style-type: none">• Production, Quality & Manufacturing• Systems Planning, Research, Development & Engineering – Systems Engineering• Systems Planning, Research, Development & Engineering – Science & Technology Manager• Engineering and Analysis Duties – Manufacturing, Supply Chain, Software Engineering, Earning Value Management, Technical Pricing Support• Test and Evaluation
Business, Cost Estimating, and Financial Management	<ul style="list-style-type: none">• Business, Cost Estimating, and Financial Management
Logistics	<ul style="list-style-type: none">• Life Cycle Logistics
Quality Assurance	<ul style="list-style-type: none">• Quality Assurance Duties – Specialists, Transportation, Packaging, Contract Safety, Contingency Contracting

DAU executes the development and delivery of products and services across the enterprise through the Performance Learning Model (PLM). The PLM consists of four primary areas, including:

- Training
- Continuous learning
- Performance support
- Knowledge sharing

Training courses offered at DAU were established as a result of Defense Acquisition Workforce Improvement Act (DAWIA), which identifies — by career field and certification level — education, training, and experience requirements for all DoD AT&L workforce members. DAU also offers other learning assets and resources through performance support, continuous learning, and knowledge sharing systems. These assets are accessible to all workforce members anytime, anywhere. The two primary PLM areas (training and continuous learning) pertinent to this task order are described below.

- Training – DAU offers over 100 Web-enabled distance learning (DL) and classroom certification, assignment-specific, and executive/leadership courses with case-based instruction aimed at developing critical thinkers. More than 1,200 course offerings are delivered yearly in a classroom setting at one of seven regional campuses, 10 satellite locations, College of Contract Management, Defense Systems Management College-School of Program Managers (DSMC-SPM), or via the Internet. Courses are also taught at customer sites. Course offerings are listed at <http://icatalog.dau.mil/onlinecatalog/tabnav.aspx>.
- Continuous Learning – The Continuous Learning Center (CLC) offers continuous learning opportunities designed to help employees maintain currency and meet the DoD requirement to complete 80 Continuous Learning Points every two years. At the end of FY 2013, the CLC included over 300 self-paced continuous learning modules (CLs or CLMs) and 650,000 module graduates per year, which address topics important to the DoD AT&L community. The CLC also provides gaming and simulation, mobile resources, and information about conferences and symposia that promote learning and offer continuous learning points. This virtual center, <http://www.dau.mil/clc/default.aspx>, is key to keeping the workforce knowledgeable about new and evolving policies and practices. Continuous learning module offerings are listed at <http://icatalog.dau.mil/onlinecatalog/tabnavcl.aspx>.

DAU continually modernizes learning assets, performs process improvement activities, and increases its delivery capabilities to improve effectiveness and efficiency to ensure its training is congruent with the policy, mission, and occupational needs of the community it serves.

DAU's Learning Capabilities Integration Center (LCIC) is responsible for supporting DAU business units in designing, developing, implementing, and sustaining learning solutions through the use of subject matter expertise, adult learning theory and learning technologies. LCIC also manages the DAU learning development and delivery systems, teaching and learning lab (TALL), and faculty performance development.

For FY 13, the summary metrics pertinent to this requirement are provided below:

- Produced 199,980 course graduates (53,784 classroom and 146,196 online)
- Presented 6,321,367 course hours of DAWIA training (2,981,356 classroom and 3,340,011 online)
- Facilitated 3,096,808 continuous learning hours with 686,358 continuous learning module completions
- Hosted 116,260 registered users of the Acquisition Community Connection who made 84,448 knowledge contributions during 111,451 contact hours
- Enabled 19.3 million Defense Acquisition Portal page views and 6.85 million Acquisition Community Connection page views

Please review the DAU Website: <http://www.dau.mil/> for a greater perspective on DAU. In particular, review DAU's Strategic Plan, Organizational Structure, and Performance Learning Roadmap in determining DAU's path of current and future operations.

The training development process between distance education programs and on-campus programs contain minor distinctions, but they all comply with DAU Directives. The directives ensure that all of

DAU's learning assets and systems, regardless of delivery method, meet relevant, high-quality, and effective training standards and that DAU responds to its key stakeholders.

In the case of the Facilitated online courses, interaction between/among students and the instructor is central to the design of the courses. The facilitated online courses are administered through the Blackboard LMS and include opportunities for faculty-student interaction and a discussion board for threaded asynchronous discussions, announcements, and team subgroups. In all cases, instructors interact with students by providing feedback on progress, assessments, and assignments to ensure students are achieving learning objectives. DAU uses multiple development environments and collaborative tools. These include, but are not limited to Development and Revision Tool (DART – Composica), Adobe Suite/Dreamweaver, and Blackboard content system. DAU provides access to contractors for enterprise level tools/systems such as DART and Blackboard. For contractors that are full time at DAU, or have a validated need while supporting DAU, they are provided with DAU standard laptops. DAU does not pay for contractors to purchase standard applications such as MS Office and Adobe. In unique cases where additional tools of value to support DAU were recommended by the contractor, for example I-Clone Avatar, DAU has purchased licenses for the DAU-provided machines, and/or loaned to the contractor for use on their laptops, but not for other contractor owned laptops.

2.0 OBJECTIVES

DAU seeks dynamic team leadership to support the mission and respond to ongoing changes to the world-class learning and knowledge sharing assets, systems and processes. The primary objectives for this task order are to obtain contractor expertise to:

1. Provide program management support that includes proper tracking, data analysis, reporting, and continual process improvement.
2. Provide learning asset support that maintains the current environment and provides independent verification and validation (IV&V), analysis, design, development, and innovation for learning assets, as well as capture DAU faculty knowledge and best practices through Faculty Professional Development (FPD) support.
3. Provide development, implementation, and operational support (e.g. Level II help desk support) of DAU integrated learning environment development and delivery systems that result in meeting customer learning needs.
4. Provide expertise on special projects in response to emerging requirements, expectations, trends, and technologies that support learning and business assets development and delivery across all DAU mission areas.

3.0 SCOPE

The scope of this effort requires the contractor to provide the following support to the DAU LCIC:

- a. Program Management (PM) support
- b. Learning Asset IV&V, analysis, development, sustainment, and review support
- c. Learning asset systems development, maintenance, and operations support
- d. Optional - Learning Assets and Systems
- e. Special Projects and Studies
- f. Transition in/out support

4.0 TASK REQUIREMENTS

4.1 Program Management (PM) Support (Firm Fixed Price)

4.1.1 Management Activities

The contractor shall provide all necessary personnel, material, administrative, financial, and managerial resources necessary for the support of this task order including projects tracking, data analysis, reporting, and recommendations. The contractor shall proactively support DAU in the monitoring of assigned tasks, milestones, and deliverables. The contractor shall report on schedule, cost, GFE/GFI and performance risk areas to the appropriate DAU personnel, and report potential risk events promptly, as well as make recommendations for continual process improvements. The contractor shall provide deliverables and documentation to the Government sufficient for the Government to understand, track, and evaluate all effort of this order.

The Government reserves the right to request project plans for specific individual task assignments as appropriate. Those individual task assignment project plans shall include the pertinent cost, schedule, performance milestones, and deliverables for the project. When individual task assignment plans are required, a request will be sent via email from the DAU PM to the contractor's Task Order Manager. The GSA Contracting Officer's Representative (COR) shall be copied on all such requests. The contractor shall provide the individual project plan within seven (7) calendar days after the Government's request. The plan shall be finalized via mutual agreement of the parties following review to include any Government suggested revisions. Final acceptance of the plan shall be provided by the DAU PM via email to the contractor's Task Order Manager with a copy to the GSA COR and Contracting Officer (CO). The Contractor shall be responsible for performing in strict accordance with all accepted project plans.

The contractor shall, as needed, meet with DAU personnel to assess task order requirements and when requested provide work statements, and a formal level of effort to meet said requirements. The contractor shall ensure that priorities for assigned tasks are coordinated with DAU production managers, operations manager; and where conflicts arise, brought to the attention of DAU program manager.

As requested by the government, the contractor shall provide an individual task assignment project plan for each project that shall include the appropriate cost, schedule, performance milestones, and deliverables.

The contractor shall advise and provide innovative solutions, in consultation with DAU, on the latest trends and developments in learning development and delivery, learning tools and technologies, business processes, and best practices.

4.1.2 Kick-Off Meeting

The contractor shall participate in a Government-scheduled Kick-Off Meeting after task order award. Key personnel shall participate in the Kick-Off Meeting. The purpose of this Kick-Off Meeting is to (1) aid both the Government and contractor personnel in achieving a clear and mutual understanding of all requirements, and achievable deliverables within funding constraints; and (2) identify and resolve

potential problems. The contractor shall be prepared to discuss any issues requiring clarification and gather information necessary for the Project Management Plan and Transition Plan.

The Kick-Off Meeting shall include, but not be limited to, the following topics:

- Program Review
- Existing and Planned Applications and Technical Initiative
- Business Management (contracting and financial matters)
- Personnel and Physical Security Issues

The contractor shall begin preparation of an Updated Transition Plan and Project Management Plan immediately following successful completion of the Kick-Off Meeting.

4.1.3 Project Management Plan

The contractor shall develop and maintain, throughout the task order period of performance, a Project Management Plan (PMP) that shall be used as a foundation for information and resource management planning. The contractor shall deliver the final PMP to the Government within 45 calendar days (21 days draft) after Task Order award.

The PMP shall include, but need not be limited to, the following:

- Status of current and planned tasks and subtasks
- Base schedule overlaid with actual schedules, for each task
- Project Organization
- Project Transition Processes and Schedule
- Work Breakdown Structure (WBS)
- Process Management and Control
- Overall Organizational Structure
- Project Responsibilities to include process flowcharts for all major tasks
- Task dependencies and interrelationships
- Contractor personnel assignments and duration (Staffing Plan)
- Deliverables (draft, interim, final, etc.)
- Contingency Plans (where appropriate)
- Contractor travel information
- Quality Control plan
- Risk Management plan
- Subcontract Management (organization of personnel, software and hardware)
- Monitoring mechanisms including Program Metrics
- Automated Tools, Techniques, and Methods

The contractor shall keep the PMP up-to-date, ensure it is accessible electronically at any time, and be prepared to brief any PMP content to the Government at short notice (within 24 hours). The project management plan shall be updated as required, and reviewed semi-annually in conjunction with In Progress Reviews (IPRs). The Government reserves the right to request project plans for specific individual task assignments as appropriate. The PMP shall be used as a foundation for the Status Report.

4.1.4 Task Level Management

For Task areas 4.2, 4.3, 4.4, and 4.5, as requirements come up, DAU will provide the contractor, or the contractor may be asked to capture, articulated requirements in to a tasking document. The Government will issue this requirement as a Technical Direction Letter (TDL) that defines the project scope, objectives, desired outcomes, and timeframes for completion of the work.

Within seven (7) business days after receipt of the TDL, the Contractor shall create and submit a Level of Effort/Project Plan defining the approach to the work defined in the TDL. The Contractor's Project Plan shall detail:

- a. Methods to be used to complete the work.
- b. Tasks and activities to be undertaken to complete the work consistent with the scope of the Government's TDL.
- c. Cost estimate/spend plan showing specific resources to be used and effort to be applied to the work on the basis of the labor mix established in the Contractor's successful price proposal for this task order.
- d. Schedule and milestones for completing the work in required timeframes.
- e. Deliverables to be produced with corresponding due dates listed on the Schedule.

Reporting methods for communicating project status and progress information to stakeholders shall be incorporated into the Monthly Status Report per PWS 4.1.6 and be reflected in the Invoice as individual project line items so they can be tracked.

The Contractor shall submit a Draft Project Plan to DAU for review and shall incorporate changes to the plan based on DAU comments. The Contractor shall not proceed with performance until DAU has reviewed and approved the Final Project Plan.

4.1.5. In-Progress Reviews (IPRs)

In addition to the specific deliverables and associated reviews listed, the contractor shall schedule, organize and present In-Progress Reviews (IPRs), not less than semi-annually, during the period of performance of the order. The method of presentation shall be in the contractor's project plan. The objectives of these reviews are to track progress of the project, present ideas for improvement, and identify and resolve issues.

The contractor shall submit to the GSA COR and the DAU PM an "Action Item Report" fifteen (15) calendar days after the meeting has taken place that documents what was agreed to by the Government and contractor; and what the contractor is doing to resolve outstanding issues. Recommended changes to the Task Order to improve service or reduce costs that result from IPRs, shall be made in writing and submitted separately to the COR and Contracting Officer. However, no such proposed changes shall become a part of the Task Order, except by written modification of the Task Order by the Contracting Officer.

The IPRs shall also include a performance review. The contractor shall support and participate in this task order performance evaluation conducted by the Government. The contractor shall present the following at each review:

- Data collected from the contractor's continuous evaluation of the various DAU programs being supported by the task order using benchmarks and metrics designed to improve the program's quality, capture user-satisfaction, and cost effectiveness
- Results from Quality Assurance Surveillance, including information on "lessons learned"
- Review of all products and milestones to verify effectiveness and timeliness
- A report of contractor recommendations to the Government on changes to the Task Order for improving the overall quality of the DAU Learning Asset Development program, including recommendations made during the performance period to the Government regarding changes that would likely result in/has resulted in improved management and/or service.

4.1.6 Monthly Status Report (MSR)

The contractor shall provide monthly project status reports to track project status, issues, and progress. The contractor shall include, at a minimum, the following information in the project status report:

- Overall status of services and capabilities, including financial status (hours, personnel, and costs against CLINs/tasks). CLINs/tasks shall be divided into tasks/sub-tasks as directed by the government.
- Billing and accounting reports to include, for labor hours items, hours worked by labor category and staff person for the reporting period, and for reimbursable travel costs to identify the appropriate travel approval/trip report as well as the actual costs.
- Reports of any trips taken during the reporting period.
- All reports of financial status and charges shall clearly map to invoices, including travel and other direct costs.
- Progress during the reporting period with respect to performance metrics.
- A graphic with a spread sheet as data showing predicted and actual running monthly expenditures over the period of the task.
- Status of tasks.
- Status of Funds by major task item (and task assignments) as applicable.
- Planned support activities and status of all products/working papers, including planned delivery date and actual and/or anticipated delivery date, if applicable.
- Reflect any new projects (e.g. special projects) initiated during the month of the performance period.
- Potential Risk Areas and Risk Events: Identification of any risk areas or events (including problem notification reports), outstanding issues or any occurrence that may impact cost, schedule, or performance and recommendations as to their resolution concerning the problems submitted during the interim, plus any corrective action that was taken(or should be taken) to correct identified risks.
- Proposed recommendations for improvements/enhancements to service, technical capabilities, management procedures, etc. as appropriate.
- Adjunct reports such as activity reports and technical reports and logs, shall be supplied as supplements.
- Signature spaces for the DAU PMs and the contractor.
- The contractor shall electronically submit the MSR to the COR, Contracting Officer, and DAU Project Manager (PM) each month with their monthly invoice by the 15th of the month through GSA's ITSS system.

4.1.7 Contractor Quality Assurance Plan

The contractor shall provide a Quality Assurance Plan (QAP) describing how they plan to ensure the quality of performance and deliverables. The QAP shall also describe the contractor's approach to cost and schedule management of all tasks for this Task Order. The contractor shall update their QAP on a semi-annual basis to account for any performance issues that arise under the Task Order. All updates shall be provided to the Government via email.

4.1.8 Risk Management Plan

The contractor shall employ a comprehensive and proven risk management approach and employ a formal Risk Management Plan (RMP) that details (a) a routine and regular process involving both the contractor and the Government program staff to identify, analyze, prioritize and detail appropriate and agreed upon responses to the highest priority risks and (b) the work products that result from performance of the process. The format for the risk management plan shall follow the DoD risk management guidelines.

4.1.9 Problem Notification Report (PNR)

The contractor shall submit a Problem Notification Report (PNR) to the GSA COR and CO within 24 hours of the contractor encountering a problem or risk event that significantly impacts the cost, schedule, or performance of the task order (or any deliverable or project under the task order). See below for a PNR template. All PNRs must be tracked in the monthly status report (MSR) and through in-progress reviews (IPRs) until the Government agrees they are resolved.

The PNR shall include, but not be limited to, the following:

1. Nature and sources of problem:
2. COR was verbally notified on: (date)
3. Is action required by the Government? Yes or No
4. If YES, describe Government action required and date required:
5. Will problem impact delivery schedule? Yes or No
6. If YES, identify what deliverables will be affected and extent of delay:
7. Can required delivery be brought back on schedule? Yes or No
8. Describe corrective action needed to resolve problems:
9. When will corrective action be completed?
10. Is increase cost to the Government anticipated? Yes or No

4.2 Learning Asset IV&V, Analysis, Development, and Sustainment Support (Time and Materials)

The DAU designs, delivers and maintains a large portfolio of learning assets (classroom courses, online courses, continuous learning modules) and knowledge sharing artifacts (e.g. job support, workplace learning aids, guidebooks, fact sheets, case studies, podcasts, video vignettes, and software tools) through the DAU learning management systems (LMSs) and websites. This portfolio of learning assets grows continually through the analysis and development efforts of internal faculty members/external subject matter experts (SMEs) and learning asset development contractors. In addition, the learning

assets are reviewed on a regular basis for revisions and maintenance. Reference the DAU icatalog for the number and types of course (online/classroom) offerings at <http://icatalog.dau.mil/onlinecatalog/tabnav.aspx>. The latest listing of Continuous Learning Module offerings can be referenced at <http://icatalog.dau.mil/onlinecatalog/tabnavcl.aspx>.

New development, maintenance and major revisions are based upon several factors, including changes to federal law and DoD policy, existing and new partnerships, changes to competencies, and the adoption of new learning approaches and technologies (e.g. mobile, course development tools). At this time, most DAU online distance learning (DL) courses and continuous learning modules are in the process of being converted into the DAU approved development and revision tool (DART) for future sustainment by faculty, staff, and contractor support. The DAU approved DART tool is commercially recognized as the Composica development software. DAU currently uses two primary LMS tools to deliver learning assets – Atlas (government) and Blackboard (commercial).

The primary focus of this task is to provide independent validation and verification (IV&V) support associated with new development, maintenance, and major revision across the DAU portfolio of learning assets. All other sub-tasks within this section are secondary to this primary focus. Other DAU learning development task orders, Learning Solutions and Production Support (LSPS) and Learning Asset Development, Sustainment, and Support (LADSS), focus on learning asset development and revision efforts. They do not perform the IV&V or system support functions that are primary to this task order.

4.2.1 Learning Asset Support

The contractor shall provide expertise in the support, maintenance and improvement related to learning asset IV&V, analysis, design, development, delivery, and sustainment.

For IV&V, the contractor shall provide, at minimum, the following:

- Technical support for primarily DL/CL/classroom learning assets, but may expand to other assets as DAU mission and environment changes. This includes loading and testing assets in the DAU integrated learning systems
- Document reports of issues (as appropriate), recommend alternatives to correct the identified issues in the assets or systems they are to be delivered from, and (as necessary), cooperate with other contractors to resolve the issues.

The contractor shall conduct IV&V activities of assigned learning assets in accordance with DAU procedures and standards. The contractor shall identify and implement improvements in the quality assurance process that ensures the learning asset content, design, technical and functional requirements are met. The contractor shall document the conformance level identified in the review as well as provide consultation to DAU internal/external customers on how to modify products to meet conformance standards. Online products require review of SCORM-conformant learning assets developed in DART and other tools (as approved by DAU) to ensure the 1.) learning object technology conforms with ATLAS learning management system (LMS) operational requirements and the latest approved SCORM specification as implemented by DAU (i.e. properly meta-tagged in accordance with DAU meta-tag standards and taxonomy, operates in DAU LMS as intended, etc.) and are 2.) Section 508 compliant – per DAU Accessibility Guidelines - and documented in a report submitted to DAU. Reviews include, at a minimum, name/number of the asset reviewed, reviewer name, date conducted, procedures followed, and specific feedback.

The contractor shall maintain the currency and continual improvement of processes, standards,

accreditation materials, and other supporting documents such as workflows, checklists, and job aids related to learning asset analysis, design, development, delivery, and maintenance.

The contractor shall comply with all federal laws, regulations and industry standards as identified in the DAU development guides and technical specification standards, and develop associated standards as necessary. For example:

- The design, development, and testing of SCORM-conformant learning assets using DART (Composica – development tool) and other tools as approved by DAU toward development and testing of learning assets to ensure conformance to the Shareable Content Object Reference Model (SCORM). *Note* – ATLAS, the primary LMS, does not support Experience API. A pilot effort will take place in 2014 to assess should Rustici SCORM player be integrated with DAU LMS. Any future replacement to the ATLAS LMS, will be required to support SCORM 1.2, 2004, Experience API, and future standards.
- Application of the latest accessibility and compliance standards (e.g. Section 508) to DAU developed learning assets. *Note* - All assets, whether developed or hosted by DAU go through 508 compliance validation before deployment. Currently DAU in agreement with DHS, FAI, and OSD uses common test procedures that leverage WATTS and Flash Inspector. DAU also leverages Job Access With Speech (JAWS) reader, screen magnifiers, or other assistive devices that are deemed applicable to a particular learning asset, system, or product as the 508 standards are being updated, DAU will be assessing how that impacts what tools will be used and any changes in the procedures. The LASPS contractor will assist in that effort.

The contractor shall provide expertise in adult learning theory, instructional analysis and design, emerging technology trends, and industry best practices toward recommending solutions to improve the DAU learning asset design and delivery approaches.

The contractor shall provide in-house learning asset development, as needed, following the established learning asset development tools, standards, and guidelines. As part of development, contractor shall be prepared to provide instructors for pilot and initial offerings if faculty is not available. As noted in 4.2, the primary purpose of this task order is to provide IV&V support to learning asset development efforts. Other DAU contract vehicles are in place to support the majority of the learning asset product development efforts. This support is intended to meet emergency priorities as needed. The contractor shall develop and maintain project and communication plans for each learning asset developed. The contractor shall deliver a learning asset maintenance plan documenting learning asset structure, programming, functionality, component elements and file names, and all other information necessary so that other personnel can maintain and revise the learning asset after delivery. As required, the contractor shall deliver all editable source files (e.g., photoshop and flash FLAs, templates, artwork, HTML, XML, programming and run-time files) for each project to DAU and store in designated content systems to ensure all assets developed under this Task Order are later accessible for maintenance by contractors or DAU government personnel.

The contractor shall identify and remediate defective learning products stemming from IV&V reviews, Tier II reporting, and other DAU sources. Work submitted by other vendors will be sent back to appropriate contractor for corrective action. If necessary, any proprietary tools needed to assist in any corrective action would require DAU approval. Learning assets developed by LASPS contractor shall be subject to review by Government or 3rd party representative.

The contractor shall maintain configuration management, archiving responsibilities, and retirement activities of learning assets. The contractor shall provide support and expertise toward continual improvement of standards, tools and workflows associated with effectively managing this function.

The contractor shall conduct inventory assessment and management activities on existing documentation to identify current state and any missing documentation that is essential to operations. The assessment shall be submitted 60 days after TOA, and reported on a quarterly basis.

The contractor shall conduct data analysis, report on system and learning asset trends, and provide corrective action recommendations. The contractor shall report on systemic and specific learning asset issues on a monthly basis using a priority schema.

The contractor shall provide learning assets issues tracking and resolution, as well as configuration management. The contractor shall support the tracking and reporting of performance metrics for all learning assets with respect to number of rework and other metrics. DAU uses various tools to collect learner feedback. This section is referencing the contractor responsibilities to track performance metrics related to rework of courseware changes due to contractor defect.

4.2.2 Faculty Performance Development

DAU operates the Faculty Performance Development (FPD) program to train newly hired instructors and instructors who are encountering new responsibilities and challenges in their careers. The contractor shall perform analysis of best practices for faculty development and enrichment, and capture the existing DAU faculty knowledge and best practices with respect to implementation of training, performance support, continuous learning, and knowledge sharing. There are 15-20 courses in the DAU Faculty Professional Development program with approximately 50 offerings per year. Most of these offerings are delivered by DAU Faculty.

The contractor shall, periodically, provide qualified personnel to support the FPD program in:

- a. Development of instructor training materials, including the design and development of learning assets to support FPD.
- b. Advising and consulting DAU on the latest trends and developments in educational and technical standards, best practices, tools, and learning technologies for the development of instructor job support aids and instructor policies.

4.2.3 Subject Matter Expertise (SME)

The contractor shall provide access to acquisition functional area SMEs to support DAU's learning asset analysis, design, development, and maintenance efforts across all DAU curriculums, see <http://icatalog.dau.mil>.

The contractor shall apply appropriate research analysis and subject matter expertise to:

- a. Conduct analyses and identify training outcomes, as required.
- b. Design content and develop content outlines to establish the framework for achieving desired learning objectives.
- c. Research, write, gather, organize, and edit information for integration and publication into new or existing learning assets.

- d. Develop and produce learning asset content deliverables.

4.3 Learning Asset Systems Development, Maintenance, and Operations Support (Time and Materials)

The contractor shall provide support for the development, implementation, and operational support of DAU integrated learning environment, assets development and delivery systems. At time of release of this PWS, the learning design and delivery systems/tools include the ATLAS learning management system, Blackboard learning and content system, the Development and Revision Tool (DART), and the courseware change request (CR) tool. Projected changes in the DAU environment include the addition of the student information system (SIS) in September 2014, the possible consolidation of Tier II support for the knowledge sharing systems after SharePoint 2013 migration is completed in FY 2015, and a new LMS to replace ATLAS in FY 2016. The level of support that the LASPS contract will provide in the transition to the LMS will depend upon the solution and approach DAU selects at that time. If a fully integrated solution is put in place, the LMS vendor will have primary responsibilities for migration and the LASPS contract will require limited involvement in the transfer of assets and other data. If integrator support is required, the LASPS contractor may take on work under tasks 4.2 and 4.3 and licensing can be procured as an ODC. In all scenarios LASPS contract will assist with IV&V and systems testing.

4.3.1 Operations Support

The contractor shall provide Tier II support for all tickets escalated from the DAU Help Desk (Tier 1 – operated by government and EIS company personnel) and other DAU stakeholders by reviewing the nature of the ticket, assessing whether issue is due to system problems, learning asset specific, customer side organization related (e.g. Navy/Marine Corp Intranet blockage of a plug-in or upgrade of a plug-in), or other variables and either restoring service by resolving the issue or providing a work-around. If the issue cannot be resolved or a work-around provided, the contractor shall then route ticket(s) to appropriate tier III Government personnel for further action.

The contractor shall use the DAU electronic support system (ESS), currently BMC Footprints Commercial-off-the-Shelf (COTS) tool, to track all issues submitted to Tier II and respond within metric parameter established within established service level agreements (SLAs). Appendix M contains a general SLA matrix for Tier I and II help desk support. The contractor shall provide support in mining and analyzing the DAU ESS data for trends (e.g. did the source of issues for a customer happen during the time a set of learning assets or system upgrades were deployed).

The contractor shall follow DAU established workflows and escalation procedures. As an example, Appendices H-K provides an example of typical tier II workflow for courseware related issues. Appendix G provides data for FY13 on number of tickets escalated from Tier I to Tier II.

The contractor shall maintain all assigned Standard Operating Procedures (SOPs) documentation and associated workflows, maintain configuration management, and make updates a minimum of once a year, more frequently depending on the nature of the changes required.

The contractor shall provide continuous support of the systems by providing system administration and a Tier II technical support interface between Tier I help desk, faculty, staff, learning asset developers, system managers, and system contractors when directed. This support shall include the following tasks:

- Provide training on system functions
- Adjust account privileges and roles
- Upload and test learning products (e.g. courses, continuous learning modules)
- Conduct testing patches and upgrades to the systems on staging and production environments.
- Maintain and update, as tasked, information assurance (IA) documents (e.g. system, architecture, technical, and operational view diagrams)
- Develop, and/or update test plans, use cases and test scripts (as required)
- Conduct unit, sub-system functional, and/or full system, end-to-end, interface, user acceptance, and regression testing.
- Analyze, triage, and track defects
- Design and develop, or update, training materials (e.g. manuals, micro videos, frequently asked questions, and Knowledge based articles for ESS) on an as needed basis.

For operations reporting, the contractor shall provide the following support:

1. Support report requests and changes to existing reports and dashboard
2. Ensure Quality Control metrics are monitored monthly and submitted as part of the MSR.

Support for operations and Tier II support is expected Monday – Friday, 8 a.m. -5 p.m. EST onsite.

4.3.2 System Upgrades and New Implementation

In FY14 the ATLAS LMS will have a major upgrade with deployment in July 2014 and the new Student Information System (SIS) is scheduled for deployment in September 2014. For these types of projects, the contractor shall provide the following support:

1. Provide general administration support to and participate as a member of the assigned implementation team
2. Act as a liaison to other campus departments in providing production support, resolving system problems, and disseminating system information
3. Prepare and maintain project documentation and presentation materials
4. Support implementation team in administrative tasks such as: scheduling, meeting organization, tracking and managing action items, and updating project documents
5. Provide analysis on management issues to provide background information, materials, and recommendations as needed for comparative analysis and decision making on diverse issues affecting the project
6. Maintain and monitor project action items which require coordination or input. Coordinate with appropriate offices to maintain status and assure timely task completion. Maintain task log, checks for compliance with original tasking and identify problem areas
7. Attend meetings with project team, takes notes, and disseminates to other attendees clarifying task requirements, leads, and due dates
8. Develop reports, presentations, and/or proposals for internal and/or external audiences. Formally transfers technical or administrative knowledge to others through writing and/or conducting training sessions
9. Assist the project team in developing workflows and administrative control procedures
10. Prepare and maintain system/operational process workflow and other documentation
11. Assist departments in understanding system functions and processes, and provide guidance in business process redesign
12. Track quality assurance metrics

13. When tasked, coordinate the information assurance activities to include scheduling and development, or updating of information assurance (IA) documents including system, architecture, technical, and operational view diagrams
14. When tasked, provide testing and training support of systems to include:
 - Developing, and/or updating test plans, use cases and test scripts
 - Conducting unit, sub-system functional, and/or full system, end-to-end, interface, user acceptance, section 508, web browser compatibility and regression testing
 - Analyze, triage, and track defects
15. When tasked, design and develop, or update, training materials (e.g., manuals, micro videos, frequently asked questions (FAQs), and Knowledge base articles for ESS)

4.4 Optional – Learning Assets and Systems Support (Time and Materials)

The Government reserves the unilateral right to exercise, in whole or in part, the following optional services. Options will be invoked through award of a Task Order modification issued by the Contracting Officer. The Contractor will be provided 30-days from time of option exercise to staff positions.

To initiate performance under Task 4.4, the Government will issue a Technical Direction Letter (TDL) that defines the project scope, objectives, desired outcomes, and timeframes for completion of the work as well as any special requirements that might pertain to the requirement.

Within seven (7) business days after receipt of the TDL, the Contractor shall create and submit a Project Plan defining the approach to the work defined in the TDL. The Contractor's Project Plan shall detail:

- a. Methods to be used to complete the work
- b. Tasks and activities to be undertaken to complete the work consistent with the scope of the Government's TDL
- c. A Spend Plan showing specific resources to be used and effort to be applied to the work on the basis of the labor mix established in the Contractor's price proposal
- d. Schedule and milestones for completing the work in required timeframes
- e. Deliverables to be produced with corresponding due dates listed on the Schedule

Reporting methods for communicating project status and progress information to stakeholders shall be incorporated into the Monthly Status Report per PWS Task 4.1.6.

The Contractor shall submit a Draft Project Plan to DAU for review and shall incorporate changes to the plan based on DAU comments. The Contractor shall not proceed with performance until DAU has reviewed and approved of the Final Project Plan, and the Contracting Officer has provided authorization to proceed via contract modification.

For proposal purposes, the Not-to-Exceed (NTE) value of this option is listed in the table below for the base year and each option year. At the time of exercising this option, the Contractor shall propose a labor mix, of the labor categories already established at task order award for Sections 4.2 and 4.3, consisting of the requisite skillsets needed to perform the work described in PWS sections 4.4.1 and 4.4.2 below, while keeping the cost at or below the NTE values listed below.

Base Year	Option Year 1	Option 2	Option 3	Option 4
\$2,100,000.00	\$2,800,000.00	\$2,900,000.00	\$3,000,000.00	\$3,100,000.00

4.4.1 Learning Asset IV&V, Analysis, Development, and Sustainment Support (OPTIONAL)

During this Task Order, it is anticipated that additional learning asset support may be needed in the base and each option year to support increased learning asset IV&V, analysis, development and sustainment support to accommodate potential growth in this area of the task attributable to requirements.

The scope of this optional task includes performing IV&V, analysis, development, sustainment support and related work similar to the requirements described in PWS section 4.2. Specific requirements will be definitized at the point of exercising an option.

4.4.2 Learning Asset Systems Development, Maintenance, and Operations Support (OPTIONAL)

During this Task Order, it is anticipated that additional learning asset support may be needed in the base and each option year to support increased learning asset systems development, maintenance, and operations support to accommodate potential growth in this area of the task attributable to requirements.

The scope of this optional task includes performing development, maintenance, and operations support and related work similar to the requirements described in PWS section 4.3. Specific requirements will be definitized at the point of exercising an option.

4.5 Special Projects and Studies Support (Time and Materials)

DAU consistently works toward providing high quality learning assets while considering the feasibility of implementing the latest innovations in the field of training and development. To this end, DAU must conduct special projects and studies to continually improve processes, identify cost saving measures, and provide a sustainable approach to designing, delivering, and maintaining the overall DAU learning infrastructure and assets. In support of DAU, the contractor shall perform requirements gathering and tracking, performance work statement generation, and project management for special studies to be defined by the DAU COR. Historically there has been an average of 2-3 special studies performed each year. Special studies in the future may vary, but representative examples of special projects in the past include:

- Requirements Generation and Market Research reports - service management systems, enterprise courseware development tools, learning management systems, social collaboration tools, and virtual world tools.
- Best Practices and Implementation Guideline support - games and simulation development standards and considerations, virtual world implementation,
- Strategic Direction consulting – knowledge management study, learning technology roadmap, and mobile learning.

This is a time and materials CLIN that the Government anticipates funding incrementally. The specific tasks under this CLIN will be invoked by issuing Technical Direction Letters, as described below. The Not-To-Exceed ceiling amount established for Task 4 in each year of performance is shown below:

Base Year	Option Year 1	Option 2	Option 3	Option 4
\$535,000.00	\$550,000.00	\$565,000.00	\$580,000.00	\$595,000.00

The Contractor shall perform the following, at the direction of the Government:

- a. Improve faculty and business partner access to internal (DAU) and external best practices, development processes, resources, checklists, and documentation.
- b. Advise and consult DAU on the latest trends and developments in educational and technical standards, best practices, tools, and learning technologies.
- c. Provide DAU with effective and innovative analyses including future requirements generation and business processes and data analysis.
- d. Provide innovative solutions and effective working relationships with DAU course and learning asset development contractors, learning management system partners, faculty and staff in order to improve customer satisfaction with online and classroom technology enhanced learning experience.
- e. Provide on an as-needed basis, access to personnel, skills, and solutions beyond the core team capabilities.

The scope of Task 4.5 support is expected to include simple to complex initiatives spanning the types of functional activities described in the subsections below. The Government expects that required skill-sets will include journeyman, senior-level/master, and subject matter expert levels. This information is furnished as guidance to assist the Contractor in establishing their proposed labor categories for this task.

Special studies are related to learning asset and system support as defined by the overarching scope of the contract. Each individual task assignment can be part of any section of the PWS, as long as it is within the scope of the PWS. If a special study results in the need for additional work or a modification to this PWS, the Government will review the requirements and process a modification to incorporate the necessary changes into the applicable section of the PWS.

Deliverables of this task may include submitting completed prototype of learning asset and technical artifacts, source files, and compiled code; and project plans, technical documents, outcomes of analyses, such as white papers, briefings, reports, and best practices/lessons learned documentation. The contractor shall provide individual project deliverables as necessary and agreed upon by the Government and the contractor for each special project.

To initiate performance on a special study, consultant project or development effort, the Government will issue a Technical Direction Letter (TDL) that defines the project scope, objectives, desired outcomes, and timeframes for completion of the work.

Within seven (7) business days after receipt of the TDL, the Contractor shall create and submit a Project Plan defining the approach to the work defined in the TDL. The Contractor's Project Plan shall detail:

- a. Methods to be used to complete the work.
- b. Tasks and activities to be undertaken to complete the work consistent with the scope of the Government's TDL.
- c. A Spend Plan showing specific resources to be used and effort to be applied to the work on the basis of the labor mix established in the Contractor's price quote.

- d. Schedule and milestones for completing the work in required timeframes.
- e. Deliverables to be produced with corresponding due dates listed on the Schedule.

Reporting methods for communicating project status and progress information to stakeholders shall be incorporated into the Monthly Status Report per PWS 4.1.6.

The Contractor shall submit a Draft Project Plan to DAU for review and shall incorporate changes to the plan based on DAU comments. The Contractor shall not proceed with performance until DAU has reviewed and approved of the Final Project Plan.

4.6 Transition Support (Firm Fixed Price)

The contractor shall support an orderly transition in and out of this task order.

Transition Plan: The contractor shall prepare and provide an initial transition plan. Once approved, the contractor shall update the plan throughout the term of the task order. The Transition Plan shall present a methodology detailing how transition will occur from the current contractor(s) to the new contract staff at the beginning of the task order and how transition will occur to the Government or to another contractor at the end of the task order. The transition activities shall minimize both loss of support and cost. The Transition Plan shall address, at a minimum, the following areas:

- Transition of Program Management Support and Other Personnel
- Transition of Task Requirements in the task order
- Asset Transfers [hardware, software, GFP]
- Resource Requirements [personnel and budget]
- Security Clearance Actions and Status
- Transition Milestones and Timeline
- Risk Mitigation Practices

Transition In: The Government is currently receiving services under an existing task order. The successful contractor shall perform transition-in services necessary no longer than 60 days after award to provide a smooth and efficient transition from the existing contractor without any interruption or degradation in any services. It is estimated that, at most, 60 days will be available for transition-in services following task order award.

The contractor shall perform an orderly transition of work and responsibilities from the current incumbent contractor without delays or disruptions to the daily operations of DAU and LCIC within 60 days from task order award. The successful contractor shall take full ownership of the requirement no-later-than 60 days of contract award.

Transition Out: The contractor shall perform all services necessary to transition the work performed under this task order to the Government or another contractor at the conclusion of this task order.

The contractor shall perform an orderly transition of work at the end of this task order without delays or disruptions to the daily operations of DAU LCIC. The contractor shall update their transition plan 120 days prior to the end of the order, or when notified by the Government that the order will end within 120 days, whichever is sooner. The draft plan shall be due 30 days after notification or no later than 90

days prior to the end of the performance period, whichever is sooner. The final plan shall be due two (2) weeks after receipt of Government comments on the draft. The contractor shall work with the incoming contractor to ensure a seamless transition.

5.0 **DELIVERABLES**

5.1 **Delivery Schedule**

PWS REFERENCE	TITLE	FORMAT	DELIVERY DATE (CALENDAR DAYS)
4.1.1	GFE/GFI List	MS Excel	Quarterly
4.1.1, 4.1.4	Individual Task Assignment Project Plans (Inclusive of cost, schedule, performance milestones, and deliverables)	MS Word	7 days after receipt of written task assignment unless deviation granted by Government
4.1.2	Contract Kick-off Meeting	Teleconference or in-person Meeting	NLT 7 days after TOA
4.1.2	Kick-off Meeting Minutes	MS Word	10 days after Kick-off Meeting
4.1.3	Project Management Plan (PMP)	MS Word	Draft 21 days after TOA, final 45 days after TOA
4.1.3	Program Management Reporting	MS Word	Weekly (24 hours if a risk event occurs)
4.1.5	In-progress Review (IPR)	Presentation	Semi-Annually
4.1.5	IPR Action Item Report	MS Word	15 days after IPR
4.1.6	Monthly Status Report (MSR)	MS Word	Monthly, 10 th Calendar day
4.1.7	Quality Assurance Plan (QAP)	MS Word	30 days after TOA
4.1.8	Risk Management Plan (RMP)	MS Word	30 days after TOA
4.1.9	Problem Notification Report (PNR)	MS Word	24 hours from problem discovery
4.2.1	Inventory Assessment of existing documentation (missing and/or current)	MS Excel	60 days after TOA, updated Quarterly
4.2.1	Program Management/Learning Asset Support Reporting – Improvements, Best Practices, and Innovation	MS Word	Monthly and per Task Assignment
4.2.1	Editable Source Files	Various formats	As Required for specific projects
4.2.1	Routine Data Analysis Reporting	MS Word	Monthly or per Task Assignment
4.2.1	Reporting of Performance Metrics	MS Word	Monthly
4.3.1	Standard Operating Procedure (SOP) Documentation	Various Formats	Updated as needed
4.3.1	Information Assurance (IA) Documentation	Various Formats	Updated as needed

4.3.1	Training Materials (e.g., manuals, micro videos, frequently asked questions (FAQs), and Knowledge base articles for ESS)	Various Formats	Updated as needed
4.4	Optional Deliverables	Various Formats	TBD by Government
4.5	Individual Project Deliverables	Various Formats	TBD by Government
4.6	Transition-in Plan	MS Word	Draft: 30 days after TOA; Final: 30 days
4.6	Transition-out Plan	MS Word	Draft: 120 days prior to end of task order; Final: 30 days

5.2 Packaging, Packing, and Shipping Instructions

The contractor shall ensure that all items are preserved, packaged, packed, and marked in accordance with best commercial practices to meet the packing requirements of the carrier and to ensure safe and timely delivery at the intended destination. All data and correspondence submitted shall reference:

- The GSA Contract and Task Order Number
- The GSA ITSS Project Number
- The GSA Accounting Control Transaction Number
- “Defense Acquisition University Learning Asset Program Support Team”
- The name of the GSA COR and DAU Customer Representative

Containers shall be clearly marked as follows:

- Name of contractor
- The GSA Contract and Task Order Number
- The GSA ITSS Project Number
- The GSA Accounting Control Transaction Number
- Description of items contained therein
- Consignee(s) name and address

5.3 Inspection and Acceptance by the Government

Inspection and acceptance of all work performed, reports and other deliverables under this task order shall be performed by the following GSA COR and the DAU technical representative at the address specified below.

Michael Baumann
General Services Administration (GSA)
Contracting Officer’s Representative (COR)
20 North 8th Street
Philadelphia, PA 19107

DAU Technical Representative
Defense Acquisition University
Technical Representative (TR)
9820 Belvoir Rd.
Ft. Belvoir, VA 22060

5.3.1 Responsibility for the Inspection and Acceptance

The Government COR will accomplish acceptance of all items and services under this TO. The on-site customer technical representative specified in this Task Order will inspect and review for acceptance of all deliverables.

5.3.2 Scope of Inspection

All deliverables will be inspected for content, completeness, accuracy, and conformance to the requirements (including any applicable standards). Inspection will include validation of information or software through the use of automated tools and/or testing of the deliverables, as appropriate. The scope and nature of this testing will be determined by the COR and will be sufficiently comprehensive to ensure the completeness, quality, and adequacy of all deliverables. Inspection of deliverables shall include the following:

- All products including optional, substitute, replaced, modified, or supplemental products delivered by the contractor within the scope of this TO
- Any modifications made by the Contractor in order to ensure compliance with the requirements
- Documentation, learning modules, all reports and plans specified in section 5.1 of this PWS
- Software which is added or field-modified after initial deployment

5.3.3 Written Acceptance/Rejection by the Government

The Government will provide written notification of acceptance or rejection of all deliverables, both draft and final. All notifications of rejection will be accompanied by specific reason(s) for rejection.

5.3.4 Initial Deliverables

Inspection and acceptance of initial deliverables procedures are as follows, unless modified in this TO:

- The Government will provide written acceptance, comments, and/or change requests, if any, within fifteen (15) calendar days from receipt by the Government, of all required Contract deliverables unless a different period is specified in the Project Plan, or a situation arises that would require a longer reasonable review time, such as an additional five calendar days, without being considered a Government delay. If such situations occur, the Government will notify the contractor as to the change in the review time.
- Upon receipt of the Government comments, the Contractor shall have five (5) calendar days to rectify the situation and re-submit the contract deliverable(s) if it is not a "draft" deliverable. If it is a "draft" deliverable, the Contractor shall rectify the situation before the next scheduled submission of this deliverable(s). If the Government is still not satisfied with the deliverable after three recertification attempts, the deliverable will be considered unacceptable.

5.3.5 Re-Submitted Deliverables

The Government will review and verify that the original problem(s) has (have) been resolved with the TO deliverable(s) as re-submitted. If this is a re-submission of a final deliverable, the Government will provide the Contractor written notice of acceptance/rejection or request for extension within fifteen (15) calendar days after receipt of each re-submitted final deliverable.

5.4 Acceptance Criteria

Deliverables will be accepted if they are completed in accordance with the specification, schedules or other acceptance criteria stated herein and also those acceptance criteria and other requirements in this task order (TO). Unless specifically modified, the Contractor's performance and all Contractor-submitted deliverables will be evaluated for conformance with the performance requirements set forth in this TO.

Cost reimbursable items such as travel and/or ODCs will be accepted upon receipt of proper documentation as specified with applicable provisions herein.

Reports, documents, and narrative-type deliverables will be accepted when all Government comments and revisions, when applicable, have been incorporated.

Software deliverables will be accepted when all discrepancies, errors, or other deficiencies have been resolved to the Government's satisfaction.

Training will be accepted as complete when all specified personnel have been trained in accordance with the accepted training plan/schedule as defined by the project plan.

5.5 Delivery

All reports and deliverables shall be submitted electronically through GSA's electronic task order system (ITSS) at:

ITSS <https://web.itss.gsa.gov/login>

NOTE: FAILURE TO SUBMIT THE REPORTS/DELIVERABLES IN ITSS WILL RESULT IN REJECTION OF THE REPORT/DELIVERABLE

5.6 Non-conforming Products or Services

Non-conforming products or services will be rejected. Deficiencies will be corrected, by the Contractor, within fifteen (15) days of the rejection notice. If the deficiencies cannot be corrected within fifteen (15) work days, the Contractor will immediately notify the GSA Region 3 COR of the reason for the delay and provide a proposed corrective action plan within fifteen (15) days.

5.7 Notice Regarding Late Delivery

The contractor shall notify the GSA COR as soon as it becomes apparent to the contractor that a scheduled delivery will be late. The contractor shall include in the notification the rationale for late delivery, the expected date for the delivery and the project impact of the late delivery. The GSA COR will review the new schedule and provide guidance to the contractor as appropriate. Such notification in no way limits the Government's right to any and all rights and remedies up to and including termination.

6.0 PERIOD OF PERFORMANCE

The period of performance for this task order will be for a base of one (1) year, to begin July 23, 2014 or date of award, whichever is later, with four (4) one-year option periods as follows, depending on award date:

Base Year: July 23, 2014 to July 22, 2015
Option Year 1: July 23, 2015 to July 22, 2016
Option Year 2: July 23, 2016 to July 22, 2017
Option Year 3: July 23, 2017 to July 22, 2018
Option Year 4: July 23, 2018 to July 22, 2019

The Government shall have the unilateral right to exercise option periods in accordance with FAR Clause 52.217-9 Option to Extend the Term of the Contract:

- a) The Government may extend the term of this contract by written notice to the Contractor within thirty (30) days of the contract expiration date; provided that the Government shall give the Contractor a preliminary written notice of its intent to extend at least sixty (60) days before the contract expires; alternately the absence of written notice does not preclude the Government from exercising the option periods. The preliminary notice does not commit the Government to an extension.
- b) If the Government exercises this option, the extended contract shall be considered to include this option clause.

The total duration of this contract, including the exercise of any options under this clause, shall not exceed sixty (60) months; with the exception of any potential bridge of the contract for an emergency continuance of contract performance to be awarded for the benefit of the Government.

7.0 PLACE OF PERFORMANCE

The primary place of performance will be at DAU's Headquarters in Fort Belvoir, Virginia. The contractor shall be aware that the Government only has the ability to accommodate 12-15 FTE on-site at a time. At minimum, the Government expects all personnel key to the task order to be on-site as their primary place of performance. DAU has only identified the program manager as the key personnel for this task order. The contractor can identify other key personnel as required. All additional personnel will be expected to work at the contractor's site.

Address: Defense Acquisition University
9820 Belvoir Rd.
Ft. Belvoir, VA 22060

Contractor work hours shall be consistent with Government personnel duty hours, between 8:00 A.M. - 5:00 P.M., Monday through Friday, excluding Federal holidays, unless otherwise coordinated and approved by the DAU PM.

8.0 OTHER DIRECT COSTS

8.1 Travel

The Government anticipates that travel to Government sites or other sites within the continental United States, outside of a 25-mile radius of the DAU offices in Fort Belvoir, VA and/or the contractor's local site(s) may be required during the performance period. Exact locations and frequency are unknown at this time. Specific locations, dates and personnel required, etc., shall be identified by DAU during task performance. It is anticipated that trips will include travel to attend meetings and to support the requirement.

All travel shall be approved, by the GSA COR or DAU PM, prior to commencement of travel, to ensure that funding and approvals are obtained before incurring any travel costs. The contractor shall be reimbursed for actual allowable, allocable, and reasonable travel costs, including local travel, incurred during performance of this effort in accordance with the Joint Travel Regulations (JTR) currently in effect on the date of travel. No fee or profit shall be permitted on travel. Indirect rates (such as G&A and/or material handling) will only be permitted to the extent the rates and their application is consistent with the most recent DCAA recommendations. It is the contractor's responsibility to provide DCAA confirmation of rates.

In accordance with FAR 31.205-46, travel costs are to be reimbursed at rates not to exceed the maximum locality per diem rates (the combination of lodging, meals and incidentals) in effect at the time of travel, as set forth in the Federal Travel Regulations, Joint Travel Regulation and Standards Regulations, Section 925, as applicable. All air travel must be booked on American flagged carriers, unless otherwise directed by the Contracting Officer. All invoices for travel reimbursement shall be accompanied by supporting receipts.

Where feasible, the Contractor will use teleconferencing and electronic media transfers of data as much as possible to limit travel costs. The Contractor will seek the least expensive form of travel as is practical to the fulfillment of the performance of the Task Order.

The Not-To-Exceed dollar value established for Travel is \$40,000.00 per each performance period. This Travel ceiling shall not be exceeded without the advanced written approval of the GSA Contracting Officer.

8.2 Non-Travel ODCs

The Government may require the Contractor to purchase tools, equipment, hardware, software, or other materials, licenses, maintenance, or warranties, that are an ancillary and necessary part of the IT Service solution under this Task Order. Such Non-travel ODCs shall be integral and necessary to the overall Task Order performance. General-purpose items required for the conduct of the Contractor's normal business operations will not be considered allowable ODCs in the performance of work under this Task Order. Ancillary support may be provided, i.a.w. Section C.3.4 of the Alliant Contract, if necessary to offer an integrated IT solution. Ancillary support may only be included when it is integral to and necessary for the IT effort.

Requirements may be identified during performance by the Government or the Contractor. If the Contractor initiates a purchase within the scope of this TO and the prime Contractor has an approved purchasing system, the Contractor shall submit to the COR a Request to Initiate Purchase (RIP). The RIP shall include the purpose, specific items, estimated cost, cost comparison to show competitive basis for

fair and reasonable price determination, and rationale. The Contractor shall not make any purchases without a written approved RIP from the COR or CO. All Non-travel ODC purchase requests must be routed through the DAU PM and GSA COR for approval **prior** to incurring costs. Email approvals are authorized.

The Not-to-Exceed dollar value established for Non-Travel ODCs is \$225,000.00 per each performance period. This Non-Travel ODC ceiling value shall not be exceeded without the advanced written approval of the GSA Contracting Officer.

Federal contracting laws and regulations apply to all Contractor open market purchases under this TO. Prices must be determined fair and reasonable from competitive sources and are subject to Government audit. The Contractor shall maintain records documenting competitive sourcing, in strict compliance with the competition requirements set forth in the Federal Acquisition Regulation (FAR), for all ODC purchases. The Contractor shall provide copies of all such documentation upon request from the Government to verify that the Contractor complied with the competition requirements set forth in the FAR. The Contractor shall only be allowed to apply indirect rates to ODC costs after award if such application is consistent with their successful price proposal and DCAA recommendations. No profit or fee shall be permitted on ODCs.

All ODCs purchased under this task order shall become the property of the Federal Government. If the Contractor acquires hardware/software maintenance support, all licenses and/or contractual rights to receive title shall be turned over to the Government upon completion of the task order. The Government's liability to reimburse the Contractor for costs incurred from the acquisition of hardware/software maintenance support shall be limited to costs incurred during the period of the order.

9.0 PERFORMANCE REQUIREMENTS SUMMARY

The Performance Metrics shall be used to monitor Contractor performance under this task order. However, the Quality Assurance Surveillance Plan (QASP) may be modified unilaterally by the Government to reflect any deliverables, schedules, etc proposed by the Contractor.

Requirement	Standards—Criteria for Acceptance	Acceptable Quality Level	Method of Surveillance	Incentive
Project Management	<ul style="list-style-type: none">• PMP is complete, timely, and accurate• Action items assigned from meetings or review are closed within 30 days• DAU agreed-to delivery dates and reviews are established and executed	<ul style="list-style-type: none">• Address all Project Requirements, Milestones, Management Controls & Risks in PMP• Milestones achieved within 7 days of plan• 90% of program-level action items are closed	<ul style="list-style-type: none">• Inspection of PMP and MSR• Comparison of milestone dates achieved to planned dates• Attendance and review of IPR• Comparison of planned financials to actual	<ul style="list-style-type: none">• Reduced Government Surveillance• Positive Past Performance Evaluation (shortcomings will be documented in Government past performance systems, and may result in increased surveillance)

	according to schedule	<ul style="list-style-type: none"> in 30 days 95% of deliveries and reviews are executed on time Action items are 100% completed per schedule 		<ul style="list-style-type: none"> If services fail to meet the standard for each month, 10% of the FFP monthly payment may be withheld until corrective action has been taken to the satisfaction of the Government.
Risk Management	<ul style="list-style-type: none"> Risk Management Plan (RMP) is in accordance with DoD Risk Management guidelines and is completed, on-time, and accurate Risk inventories for each project requiring one are updated on a weekly basis. 	<ul style="list-style-type: none"> RMP is 100% in compliance with DoD Risk Management guidelines 95% of active projects have current risk inventories. 	<ul style="list-style-type: none"> Risk Matrix is updated in the Monthly Status Report each month Review of risks and mitigation strategies each month in MSR 	<ul style="list-style-type: none"> Reduced Government Surveillance Positive Past Performance Evaluation (shortcomings will be documented in Government past performance systems, and may result in increased surveillance)
Problem Notification Reports (PNR)	<ul style="list-style-type: none"> All problem or risk events are reported and tracked via a Problem Notification Report within 24 hours. PNRs are submitted on time, accurate, and complete PNR contains feasible and reasonable corrective actions 	<ul style="list-style-type: none"> 95% of PNRs are reported and tracked 90% PNR resolution plans are established within 7 days of risk event reporting 	<ul style="list-style-type: none"> Inspection of PNR Monthly demonstration/ walk- through and review Any explanation on negative variance and mitigations shall be provided in the MSR 	<ul style="list-style-type: none"> Reduced Government Surveillance Positive Past Performance Evaluation (shortcomings will be documented in Government past performance systems, and may result in increased surveillance)
Suspense, Tasks, and Ticket Management	<ul style="list-style-type: none"> Suspense, daily tasks, trouble tickets on learning assets, 	<ul style="list-style-type: none"> 100% of suspense items tracked 95 % of trouble 	<ul style="list-style-type: none"> Random Planned Sampling Monthly demonstration/ 	<ul style="list-style-type: none"> Reduced Government Surveillance Positive Past

	<p>ops support are captured and resolved in the agreed upon time lines</p> <ul style="list-style-type: none"> • The contractor adheres to the Tier II helpdesk SLAs 	<p>tickets tracked based upon agreed upon metrics in Appendix M (e.g. date opened, date closed, number of days open).</p> <ul style="list-style-type: none"> • 95 % of suspense items and tickets closed by suspense date or agreed to service level response times. 	<p>walk- through and review</p> <ul style="list-style-type: none"> • Review of statistical reports/trends of incidents • Any explanation on negative variance and mitigations shall be provided in the MSR 	<p>Performance Evaluation (shortcomings will be documented in Government past performance systems, and may result in increased surveillance)</p>
Learning Assets and Systems Monitoring and Tracking	<ul style="list-style-type: none"> • Learning Assets and Systems are successful tracked and monitored • Learning Assets and Systems are operational 	<ul style="list-style-type: none"> • No more than 5% of all downtime errors are reported from someone other than contractor personnel. • 100% of downtime of systems and learning assets not due to lack of monitoring and reporting 	<ul style="list-style-type: none"> • Random Planned sampling of number and/or percentage of Numara tickets with respect to system uptime, system load, enrollments, and types of learning assets as well as customer feedback 	<ul style="list-style-type: none"> • Reduced Government Surveillance • Positive Past Performance Evaluation (shortcomings will be documented in Government past performance systems, and may result in increased surveillance)
Learning Asset Maintainability	<ul style="list-style-type: none"> • Learning Assets delivered are maintainable by DAU personnel or contractors. 	<ul style="list-style-type: none"> • 100% of delivered Learning Assets are maintainable by DAU personnel or contractors. 	<ul style="list-style-type: none"> • Hands-on demonstration of maintainability one time per project as defined in the approved CDD using the first functional learning object of a project. 	<ul style="list-style-type: none"> • Reduced Government Surveillance • Positive Past Performance Evaluation (shortcomings will be documented in Government past performance systems, and may result in increased surveillance)

Customer Satisfaction & Innovation	<ul style="list-style-type: none"> • DAU Project Managers and Project Leads are satisfied with the contractor's performance, service, and deliverables • DAU Project Manager and/or Project Lead are satisfied with contractor's innovation/ thought leadership under the PWS. 	<ul style="list-style-type: none"> • 95% of DAU Project Managers and/or Project Leads are satisfied with the contractor's performance • 90% of DAU Project Managers and Project Leads are satisfied with the service and deliverables provided • 95% of DAU Project Managers and/or Project Leads are satisfied with the contractor's innovation under the PWS. 	<ul style="list-style-type: none"> • Quarterly COR Interviews with assigned DAU PM • Quarterly COR Consultation with the contractor • Post-Deliverable/Task Completion Satisfaction Survey within 2 weeks of acceptance 	<ul style="list-style-type: none"> • Reduced Government Surveillance • Positive Past Performance Evaluation (shortcomings will be documented in Government past performance systems, and may result in increased surveillance)
Deliverables Management	<p>Quality</p> <ul style="list-style-type: none"> • Submitted deliverables were accurate, complete, adhered to the general quality measures of PWS Section 5 and incorporated relevant info/data with few or minor revisions required. <p>Timeliness</p> <ul style="list-style-type: none"> • Deliverables were submitted on or ahead of established due dates. 	<ul style="list-style-type: none"> • Less than 5% of the total deliverables are rejected for the month. • 95% of deliverables are error free • 95% of deliverables are submitted on time in accordance with PWS Section 5 • 100% of Errors/omissions were corrected within the agreed upon timeframe 	<ul style="list-style-type: none"> • Deliverable metrics shall be reported in the MSR, metrics will be compared to AQL • Planned demonstration/ walk-through, inspection, and review of deliverables • Any explanation on negative variance and mitigations shall be reported in MSR. 	<ul style="list-style-type: none"> • Reduced Government Surveillance • Positive Past Performance Evaluation (shortcomings will be documented in Government past performance systems, and may result in increased surveillance)

	<ul style="list-style-type: none"> • Exceptions, if any, were limited and minor, except as impacted by situations outside the Contractor's control. 			
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10.0 SECURITY REQUIREMENTS

10.1 General Security Requirements

Contractor personnel must meet standard DAU contractor security requirements for access to DAU network systems. Contractor personnel performing work under this contract that are an IT Level III (Standard User) or Level II (Limited Privileged User) must have a National Agency Check (NAC) or a National Agency Check with Inquires (NACI) at time of the proposal submission, and must maintain the level of security required for the life of the contract.

All contractor personnel assigned to the contract that will have access to DAU networks and systems must have a favorable NAC and a "Public Trust Certificate" on file in order to be issued a Common Access Card (CAC) to access the DAU network.

The Contractor must abide by all applicable regulations, publications, manuals, and local policies and procedures. Table 9.1 lists the primary directives and policies, but is not intended to be all inclusive. Upon award of contract, contractor shall work with the DAU PM and Cyber Security office to obtain copies of and confirm if any other security policies and procedures apply to the contract.

Table 9.1

Title	Description	Location
DOD Directive 8500.01E	Information Assurance	http://www.dtic.mil/whs/directives/corres/pdf/850001p.pdf
DOD Instruction 8510.01	Information Assurance Certification and Accreditation Process (DIACAP)	http://iase.disa.mil/diacap/ditscap-to-diacap.html#diacap
DOD Instruction 8500.2	Information Assurance Implementation	http://www.dtic.mil/whs/directives/corres/pdf/850002p.pdf
DOD Manual 8570.01	Information Assurance Workforce Improvement Program	http://www.dtic.mil/whs/directives/corres/pdf/857001m.pdf
CJCSI 6510.01F	Information Assurance and Support to Computer Network Defense	http://www.dtic.mil/cjcs_directives/cdata/unlim/it/6510_01.pdf
DOD Manual 5200.01 Vols 1-4	Information Security Program	http://www.dtic.mil/whs/directives/corres/pdf/520001_vol1.pdf

FISMA	Federal Information Security Management Act	http://iase.disa.mil/policy-guidance/index.html#FISMA
DAU Directive 303	Information Systems Security	Available upon award
DAU Directive 304	Information Systems Usage	Available upon award
DAU Directive 604	Personnel Security Program	Available upon award
DISA STIGs	Security Technical Implementation Guides	http://iase.disa.mil/stigs/index.html
DISA HBSS WIKI	HBSS Policies, Directive, Guides	http://www.disa.mil/Services/Information-Assurance/HBS/HBSS/Components
DOD Instruction 8552.01	Use of Mobile Code Technologies in the Department of Defense	http://www.dtic.mil/whs/directives/corres/pdf/855201p.pdf
DAU Standard User Account Agreement		Available upon award
DAU Privileged User Account Agreement		Available upon award
DOD DD Form 2875	System Authorization Access Request (SAAR)	Available upon award
DOD DD Form 1172-2	Application for Department of Defense Common Access Card	Available upon award

The Government will evaluate violations of security policy (e.g., password sharing, misuse of personal information, file access violations or browsing files outside the scope of the contract) on a case-by-case basis. The Government will not permit access to DAU systems or data unless pre-approved by DAU security and DAU personnel.

Contractors shall not remove or copy DAU databases or files with personnel information (names, social security numbers, date of births, or other information) protected by the Privacy Act.

The contractor shall notify the COR and DAU Project Manager, within 24 hours, when for reasons of personnel resignation, reassignment, termination, or completion of portions of the contract, Task Order contractor personnel no longer require access to Government computers.

11.0 CONSTRAINTS

11.1 Contractor Personnel

11.1.1 Contractor Identification

As stated in 48 CFR 211.106, Purchase Descriptions for Service Contracts, contractor personnel shall identify themselves as contractor personnel by introducing themselves or being introduced as contractor personnel and by displaying distinguishing badges or other visible identification for meetings with Government personnel. Contractor personnel shall appropriately identify themselves as contractor employees in telephone conversations and in formal and informal written correspondence.

11.1.2 Key Personnel

Key personnel are integral and indispensable in completing this task order. Key personnel shall be available at project start, with the exception of the Task Order Manager, who shall be available immediately after award. The Government requires the Program Manager to be listed as a Key Personnel and that at least one Key Personnel be identified as the primary point of contact (Task Order Manager) for this task order.

The contractor shall notify the COR and DAU PM at least ten working days before making changes in task key personnel. The contractor shall provide a resume of the new key person to the COR and DAU PM at the time of notification. Replacement personnel shall be of equal or superior qualifications as the individual being replaced. The contractor shall propose personnel that provide the support requested in the PWS requirements.

11.1.3 Contractor Responsibilities

The contractor shall provide personnel, together with the supervision, management and administrative services necessary to successfully meet Government requirements.

One person on the contractor staff shall be the Task Order Manager, and be the Government's technical point of contact for this task order. The contractor Task Order Manager will manage the work of the contractor project personnel and manage the activities associated with completion of the work of this task order. The Task Order Manager shall also work with GSA and DAU to manage risk and facilitate project success.

The contractor shall perform coordination with DAU only as described in the task order. Any recommendation for a change to this Task Order shall be reported in writing to the GSA CO for action.

11.1.4 Training

The contractor shall provide the necessary fully trained and experienced technical and lead personnel required for performance in support of the Government. Training of contractor personnel shall be performed by the contractor at the contractor's own expense. Training at Government expense will not be authorized for replacement personnel or for the purpose of keeping contractor employees abreast of advances in the state-of-the-art or for training contractor employees on equipment, computer languages, and computer operating systems that are available on the commercial market.

11.1.5 Contractor Conduct

Besides conducting business in the usual professional manner, some items of conduct are unique to GSA projects. For example, the contractor is under contract to GSA directly and indirectly to DAU.

GSA, DAU, or the contractor may coordinate meetings and travel schedules. The contractor shall take contractual direction from the GSA Contracting Officer (CO); and receive technical guidance from the designated COR/DAU PMs. The contractor shall not engage in any technical redirection of the scope and work statement without proper authorization from the CO.

The GSA Contracting Officer resolves work and scope issues and resolves problems pertaining to those issues. Any requests received by the contractor from DAU for work considered outside the scope of this PWS shall be directed to the CO and COR for resolution and not acted upon by the contractor without direction from the CO. The Contractor shall not perform any work outside the scope of this PWS without written approval from the GSA CO. If DAU requests work that the Contractor considers outside the scope of this PWS, the Contractor shall immediately inform the GSA CO and await guidance before proceeding with any actions. All problems or issues relating to the terms and conditions of the task order shall be resolved between the GSA CO and the Prime Contractor.

11.1.6 Coordination with Other DAU Contractors and Agencies

Portions of the effort of this task order will require coordination and working toward solutions with other contractors and Government agencies performing DAU support efforts. The contractor should expect to come in contact with and coordinate efforts at times with other DAU support contractors. Examples of these contractor support teams include: DAU IT, Learning Management Systems, learning assets developers, knowledge management systems, scheduling and business analysis systems.

11.1.7 Facility Access

When necessary, the Government will provide facility access to contractor personnel. The contractor shall comply with all DAU/DOD regulations regarding obtaining, using, and returning all identification and physical access badges.

11.1.8 Personal Identity Verification of Contractor Personnel

- (a) The Contractor will comply with agency personal identity verification procedures identified in the contract that implement Homeland Security Presidential Directive-12 (HSPD-12), Office of Management and Budget (OMB) guidance M-05-24, and Federal Information Processing Standards Publication (FIPS PUB) Number 201.
- (b) The Contractor will insert this clause in all subcontracts when the subcontractor is required to have physical access to a federally controlled facility or access to a Federal information system.

11.1.9 Non-Disclosure Agreement

All Contractor personnel (to include Sub-Contractors, teaming partners, and consultants) who will be personally and substantially involved in the performance of the TO issued which may provide access to proprietary information from other contractors and which requires the Contractor to act on behalf of, or provide advice with respect to any phase of an agency procurement, as defined in FAR 3.104-4, shall execute and submit a "Contractor Non-Disclosure Agreement" Form (See Appendix B).

See FAR 3.104, discussing requirements for disclosure, protection, and marking of Contractor bid or proposal information, or source selection information. All Contractor personnel must submit a Non-Disclosure Agreement prior to the commencement of any work on the task order. Further, Contractor personnel must submit a Non-Disclosure agreement whenever replacement personnel are proposed. Any information provided by Contractors in the performance of this TO or obtained by the Government

is only to be used in the performance of the TO.

11.2 Applicable Policies and Procedures

11.2.1 Policies and Guidelines

The Government requirements are conveyed to the contractor through the following comprehensive, but not necessarily all inclusive, list of DAU policy, guideline, standards, and learning asset life cycle processes required in accomplishment of tasks in this PWS. These documents contain pertinent information for this task order and are available for review at

https://myclass.dau.mil/webapps/cmsmain/webui/xy-1223820_4-t_YwNU2nxW

Policy, Guidelines, and Standards (electronic document identification)

- DIR 701 Curricula and Evaluation Program.pdf
- DIR 703 Student Assessment and Evaluation.pdf
- DIR 704 Student Academic Policies
- DIR 705 Conducting DAU Course Offerings at Customer Locations
- DIR 706 Course Prerequisites.pdf
- DIR 709 Learning Asset Management Program (LAMP).pdf
- DIR 710 Registration for DAU Courses
- DIR 719 Instructor Certification.pdf
- DIR 720 Copyright Policy.pdf
- DIR 725 Faculty Performance Development Program.pdf
- DIR 730 Security and Policy Review of Information for Public Release.pdf
- eLearning Asset Development Guide.pdf
- Elearning Technical Standards.pdf

The following are examples of learning assets program processes, checklists, and documentation that the contractor shall support and/or maintain during the life of this task order.

- Requirements/priorities matrix.doc
- Project Management Plans.doc
- Project Design Document.doc
- Project plan/schedule.mpp
- Media Analysis Report.doc
- Plan of Instruction.doc
- Lesson Plan. Doc
- Checklist Lesson Plans. Doc
- IACET Checklist.doc
- Student time tracker.xls
- Course Rubric.doc
- Preliminary Design Review.doc)
- Critical Design Review Checklist.doc
- Migration process checklist.doc
- ADL Test Suite checklist.doc

- Section 508 certification checklist.doc
- Test Readiness Review.doc
- Final Quality Review.doc
- Meeting notes.doc
- Instructor Pilot Report.doc
- Student Validation Plan.doc
- Student Validation Report.doc
- Course Information Checklist.doc
- Lessons learned.doc
- Instructor Guide.doc
- Online Student User Guide.doc
- LMS, courseware change requests reports.doc
- Numara/Datamart LMS, courseware analysis reports.doc
- DART Development Guide

11.2.2 Section 508

All electronic and information technology (EIT) procured through this task order shall meet the applicable accessibility standards at 36 CFR 1194, unless an agency exception to this requirement exists. The contractor shall provide best practices, recommendations on automated tools and procedures to support QA in meeting 508 standards. 36 CFR 1194 implements Section 508 of the Rehabilitation Act of 1973, as amended, and is viewable at

<http://www.section508.gov/index.cfm?fuseaction=content&id=11>.

11.2.3 SCORM Requirements (DODI 1322.22 and 1322.26)

DAU is committed to promoting reusability, durability, interoperability, maintainability, and portability of e-Learning content. The Sharable Content Object Reference Model (SCORM) is a set of interrelated technical specifications built upon the work of the AICC, IMS and IEEE to create one unified “content model”. These specifications enable the reuse of Web-based learning content across multiple environments and products. Unless specifically exempted by DAU, all electronic and information technology (EIT) procured through this task order must meet the specifications as outlined in DAU E-Learning Asset Development Guide at

https://myclass.dau.mil/webapps/cmsmain/webui/_xy-1223820_4-t_YwNU2nxW and latest ADL SCORM specifications at <http://www.adlnet.org/>.

12.0 SPECIAL CLAUSES/PROVISIONS/FEDERAL ACQUISITION REGULATIONS (FAR) DEVIATIONS/DEFENSE FEDERAL ACQUISITION REGULATION SUPPLEMENT (DFARS)

12.1 Special Clauses/Provisions

- **Organizational Conflict of Interest**
The Government has determined that the possibility for a potential or actual Organizational Conflict of Interest (OCI) may exist under this task order due to the fact that one of the primary purposes of the task order is to provide independent verification and validation (IV&V) support to learning asset development efforts. As a result, the contractor was required to disclose any

potential OCI issues and propose an acceptable mitigation plan prior to task order award.

During performance of this task order, the following provisions shall apply:

(a) The Contractor warrants that, to the best of the Contractor's knowledge and belief, there are no relevant facts or circumstances which could give rise to an organizational conflict of interest, as defined in FAR subpart 9.5, or that the Contractor has disclosed all such relevant information.

(b) Prior to commencement of any work, the Contractor agrees to notify the Contracting Officer immediately that, to the best of its knowledge and belief, no actual or potential conflict of interest exists or to identify to the Contracting Officer any actual or potential conflict of interest the firm may have. In emergency situations, however, work may begin but notification shall be made within five (5) working days.

(c) The Contractor agrees that if an actual or potential organizational conflict of interest is identified during performance, the Contractor will immediately make a full disclosure in writing to the Contracting Officer. This disclosure shall include a description of actions which the Contractor has taken or proposes to take, after consultation with the Contracting Officer, to avoid, mitigate, or neutralize the actual or potential conflict of interest. The Contractor shall continue performance until notified by the Contracting Officer of any contrary action to be taken.

(d) Remedies- GSA may terminate this task order for convenience, in whole or in part, if it deems such termination necessary to avoid an organizational conflict of interest. If the Contractor was aware of a potential organizational conflict of interest prior to award or discovered an actual or potential conflict after award and did not disclose it or misrepresented relevant information to the Contracting officer, the Government may terminate the task order for default, or pursue such other remedies as may be permitted by law or this task order.

- **Acceptable Skill Level Variation in Severable Labor Hour and Time and Materials Orders/Contracts (July/2005)**

The contractor may exceed the total number of *labor* hours per *awarded* skill level per base or option period, to a limit of 15% as long as the total task order *obligated* dollar amount per that base or option period is not exceeded, and *as long as* the contractor maintains an acceptable level of effort throughout the required period of performance. *The contractor is not authorized to add new skill level categories or vary between levels within the same labor category without approval of the Government, formalized in a signed modification by the contracting officer.*

- **Optional Increase of Required Effort**

The actual mix of required effort for this task order varies during each fiscal year and is dependent on several factors:

- Changes in Federal law;
- Work that is dependent on other contracts or Government entities to complete before performance by the contractor may start or finish;
- DoD policy;
- Existing and new partnerships (e.g., DAU's partnership with the Federal Acquisition Institute brings additional learning assets requirements); and
- The DAU mission expands or contracts in accordance with multiple factors including but not limited to Section 852 requirements, human capital strategic planning efforts across acquisition workforce career fields, and ongoing competency management studies across AT&L career fields.

The estimated ceiling price of this TO as stated herein represents the Government's most accurate projection of the magnitude of support to be required under this TO during its performance period. To account for the possibility that the Government's requirements may increase at a faster rate than currently projected (based on the impact of factors such as those noted above) the Government reserves the right to increase the ceiling price of this TO by as much as 15% over the life of the TO, if necessary. Such increases shall only apply to additional effort that clearly falls within the scope of the Performance Work Statement and within the performance period of the TO, including all available option periods.

- **GSA Invoicing Clause (Region 3 AAS)**

The Period of Performance (POP) for each invoice *shall* be for one calendar month. The contractor *shall* submit only one invoice per month per order/contract. The appropriate GSA office will receive the invoice by the twenty-fifth calendar day of the month after either:

- (1) The end of the invoiced month (*for services*) or
- (2) The end of the month in which the products (*commodities*) or deliverables (fixed-priced services) were delivered and accepted by the Government.

For Labor Hour and Time and Material orders/contracts each invoice shall show, the skill level category, the hours worked per skill level, the rate per skill level and the extended amount for that invoice period. It *shall* also show the total cumulative hours worked (inclusive of the current invoice period) per skill level, the hourly rate per skill level, the total cost per skill level, the total travel costs incurred and invoiced, and the total of any other costs incurred and invoiced, *as well as* the grand total of all costs incurred and invoiced.

For Labor Hour and Time and Material orders/contracts each invoice *shall clearly indicate* both the current invoice's monthly "burn rate" and the total average monthly "burn rate".

The contractor *shall submit* all required documentation (unless exempted by the contract or order) as follows:

For Travel: Submit the traveler's name, dates of travel, location of travel, and dollar amount of travel.

For ODCs: Submit a description of the ODC, quantity, unit price and total price of each ODC.

Note: The Government reserves the right to audit, thus; the contractor shall keep on file all backup support documentation for travel and ODCs.

Note: For Firm Fixed Price, Labor Hour, and Time and Material fiscal task items:

Charges:

- All invoice charges must be task item specific (only one task item) unless concurrent task item periods of performance exist.

- For invoices with concurrent task item periods of performance all invoice charges must be service month specific (that is one service month only).

Credits:

- If the credit invoice is for the same year of a particular ACT#, the contractor shall include that credit on a subsequent invoice submission against that same ACT#. If the contractor is unwilling to offset a subsequent invoice then they must submit a refund check.
- When the credit invoice is for a different year, the contractor shall submit a refund check for that credit invoice.

Invoices that net to a credit balance **SHALL NOT** be accepted. Instead a refund check must be submitted by the contractor to GSA accordingly. The refund check shall cite the ACT Number and the period to which the credit pertains. The contractor shall provide the credit invoice as backup documentation. Do not attach credit invoice in ITSS or on the Finance website. It must be attached to the refund check. The refund check shall be mailed to:

General Services Administration
Finance Division
P.O. Box 71365
Philadelphia, PA 19176-1365

Posting Acceptance Documents: Invoices shall be submitted monthly through GSA's electronic Web-Based Order Processing System, currently ITSS to allow the client and GSA COTR to electronically accept and certify services received by the customer representative (CR). Included with the invoice will be all back-up documentation required such as, but not limited to, travel authorizations and training authorizations (including invoices for such).

Receiving Agency's Acceptance: The receiving agency has the following option in accepting and certifying services:

- a. Electronically: The client agency may accept and certify services electronically via GSA's electronic Web-Based Order Processing System, currently ITSS, by accepting the Acceptance Document generated by the contractor. Electronic acceptance of the invoice by the CR is considered concurrence and acceptance of services.

Electronic acceptance of the invoice by the CR is considered concurrence and acceptance of services. The contractor shall seek acceptance and electronically post the acceptance document in GSA's electronic Web-based Order Processing System, currently ITSS. After acceptance of the invoice by the CR, the Contractor shall submit a proper invoice to GSA Finance (www.finance.gsa.gov/defaultexternal.asp) not later than five (5) workdays after acceptance by the Government of the product, service, and/or cost item.

Note: The acceptance of the authorized agency customer representative is REQUIRED prior to the approval of payment for any invoice submitted and shall be obtained prior to the approval of payment. In order to expedite payment, it is *strongly recommended* that the contractor continue to include the receiving agency's electronic acceptance of all the services or products delivered, with signature of the authorized agency customer representative and the date of acceptance, as part of the submission documentation.

Note: If *any* invoice is received without the required documentation and, the customer's electronic acceptance, the invoice *shall* be rejected in whole or in part as determined by the Government.

Posting Invoice Documents: Contractors shall submit invoices to GSA Finance for payment, after acceptance has been processed in GSA's electronic Web-Based Order Processing System, currently ITSS. The contractor is to post the invoice on GSA's Ft. Worth web site, www.finance.gsa.gov/defaultexternal.asp

Content of Invoice: The contractor's invoice will be submitted monthly for work performed the prior month. The contractor may invoice only for the hours, travel and unique services ordered by GSA and actually used in direct support of the client representative's project. The invoice shall be submitted on official letterhead and shall include the following information at a minimum.

1. GSA Task Order Number
2. Task Order ACT Number
3. Remittance Address
4. Period of Performance for Billing Period
5. Point of Contact and Phone Number
6. Invoice Amount
7. Skill Level Name and Associated Skill Level Number
8. Actual Hours Worked During the Billing Period
9. Travel Itemized by Individual and Trip (if applicable)
10. Training Itemized by Individual and Purpose (if applicable)
11. Support Items Itemized by Specific Item and Amount (if applicable)

Final Invoice: Invoices for final payment must be so identified and submitted within 60 days from task completion and no further charges are to be billed. A copy of the written acceptance of task completion must be attached to final invoices. The contractor shall request from GSA an extension for final invoices that may exceed the 60-day time frame.

The Government reserves the right to require certification by a GSA COTR before payment is processed, *if necessary*.

Close-out Procedures.

General: The contractor shall submit a final invoice within sixty (60) calendar days after the end of the Performance Period. After the final invoice has been paid the contractor shall furnish a

completed and signed Release of Claims (GSA Form 1142) to the Contracting Officer. This release of claims is due within fifteen (15) calendar days of final payment.

- **DOD Contractor Manpower Reporting**

The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract for the DAU via a secure data collection site. The contractor is required to completely fill in all required data fields using the following web address: <http://www.ecmra.mil/>

Reporting inputs will be for the labor executed during the period of performance during each Government fiscal year (FY), WHICH RUNS October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported no later than October 31 of each calendar year, beginning with 2013. Contractors may direct questions to the help desk at: <http://www.ecmra.mil/>

- **Data rights**

The Government retains rights to all deliverables/materials (to include editable source files as previously defined) produced as part of this Task Order, excluding COTS materials. All products developed under this task order shall belong solely to the Government. The government shall have the right to distribute all deliverables under this task order to any person or entity at no cost to the government or the user. There shall be no license or user fees associated with the deliverables under this task order. Products developed under this task order shall not have any commercial license or cost requirements for delivery to other federal, state, and local government customers.

User information supplied to the contractor for access purposes shall be returned to the Government.

The contractor shall ensure that all information submitted to the Government is accurate and up-to-date.

The contractor shall ensure that all data developed for and utilized by contractor staff and DAU in the execution of the aforementioned and detailed tasks, is backed-up and protected, so that it can be reconstructed in the event of a catastrophic failure event.

- **Limitation of Liability - Incremental Funding.**

This task may be incrementally funded. The following clauses are applicable.

This task order is incrementally funded and the amount currently available for payment hereunder is limited to \$ (to be determined). Subject to the provisions of the clause entitled "Limitation of Funds - Labor Hour Contract/Time and Materials Contract", no legal liability on the part of the Government for payment in excess of \$ (to be determined) will arise unless additional funds are made available and are incorporated as a modification to this task order.

LIMITATION OF FUNDS - LABOR HOUR/TIME AND MATERIAL CONTRACT

(a) The parties estimate that performance of this contract will not cost the Government more than the estimated cost specified in the task order. The Contractor agrees to use its best efforts to perform the work specified in the task order and all obligations under this contract within the estimated cost.

(b) The task order specifies the amount presently available for payment by the Government and allotted to this contract, the items covered, and the period of performance, it is estimated the allotted amount will cover. The parties contemplate that the Government will allot additional funds incrementally to the contract up to the full estimated cost to the Government specified in the task order. The Contractor agrees to perform, or have performed, work on the contract up to the point at which the total amount paid and payable by the Government under the contract approximates but does not exceed the total amount actually allotted by the Government to the contract.

(c) The Contractor will notify the Contracting Officer in writing whenever it has reason to believe that the costs it expects to incur under this contract in the next 60 days, when added to all costs previously incurred, will exceed 75 percent of the total amount so far allotted to the contract by the Government. The notice will state the estimated amount of additional funds required to continue performance for the period specified in the task order.

(d) Sixty days before the end of the period specified in the task order, the Contractor will notify the Contracting Officer in writing of the estimated amount of additional funds, if any, required to continue timely performance under the contract or for any further period specified in the task order or otherwise agreed upon, and when funds will be required.

(e) If, after notification, additional funds are not allotted by the end of the period specified in the task order or another agreed-upon date, upon the Contractor's written request the Contracting Officer will terminate this contract on that date in accordance with the provisions of the Termination clause of this contract. If the Contractor estimates that, the funds available will allow it to continue to discharge its obligations beyond that date, it may specify a later date in its request and the Contracting Officer may terminate this contract on that later date.

(f) Except as required by other provisions of this contract, specifically citing and stated to be an exception to this clause –

(1) The Government is not obligated to reimburse the Contractor for costs incurred in excess of the total amount allotted by the Government to this contract; and

(2) The Contractor is not obligated to continue performance under this contract (including actions under the Termination clause of this contract) or otherwise incur costs in excess of the amount then allotted to the contract by the Government until the Contracting Officer notifies the Contractor in writing that the amount allotted by the Government has been increased and specifies an increased amount, which will then constitute the total amount allotted by the Government to this contract.

(g) No notice, communication, or representation in any form other than that specified in subparagraph (f)(2) above, or from any person other than the Contracting Officer, will affect the

amount allotted by the Government to this contract. In the absence of the specified notice, the Government is not obligated to reimburse the Contractor for any costs in excess of the total amount allotted by the Government to this contract, whether incurred during the course of the contract or as a result of termination.

(h) When and to the extent that the amount allotted by the Government to the contract is increased, any costs the Contractor incurs before the increase that are in excess of the amount previously allotted by the Government will be allowable to the same extent as if incurred afterward, unless the Contracting Officer issues a termination or other notice and directs that the increase is solely to cover termination or other specified expenses.

(i) Change orders will not be considered an authorization to exceed the amount allotted by the Government specified in the task order, unless they contain a statement increasing the amount allotted.

(j) Nothing in this clause will affect the right of the Government to terminate this contract. If this contract is terminated, the Government and the Contractor will negotiate an equitable distribution of all property produced or purchased under the contract, based upon the share of costs incurred by each.

12.2 GSAM CLAUSES [Reserved]

12.3 DFARS CLAUSES

The following FAR clauses are in addition to those covered in the Alliant contract:

- **DFAR 252.209-7999 - Representation By Corporations Regarding An Unpaid Delinquent Tax Liability Or A Felony Conviction Under Any Federal Law (Deviation 2012-O0004) (JAN 2012)**
- **DFARS 252.227-7013 - Rights in Technical Data - Noncommercial Items (Nov 1995)**
- **DFARS 252.227-7014 - Rights in Noncommercial Computer - Software and Noncommercial Computer Software Documentation (Jun 1995)**
- **DFARS 252.227-7019 - Validation of Asserted Restrictions - Computer Software (Sept 2011)**
- **DFARS 252.232-7007 Limitation Of Government's Obligation (May 2006)**
 - (a) Contract line item(s) * through * are incrementally funded. For these item(s), the sum of \$ * of the total price is presently available for payment and allotted to this contract. An allotment schedule is set forth in paragraph (j) of this clause.

(b) For item(s) identified in paragraph (a) of this clause, the Contractor agrees to perform up to the point at which the total amount payable by the Government, including reimbursement in the event of termination of those item(s) for the Government's convenience, approximates the total amount currently allotted to the contract. The Contractor is not authorized to continue work on those item(s) beyond that point. The Government will not be obligated in any event to reimburse the Contractor in excess of the amount allotted to the contract for those item(s) regardless of anything to the contrary in the clause entitled "Termination for Convenience of the Government." As used in this clause, the total amount payable by the Government in the event of termination of applicable contract line item(s) for convenience includes costs, profit, and estimated termination settlement costs for those item(s).

(c) Notwithstanding the dates specified in the allotment schedule in paragraph (j) of this clause, the Contractor will notify the Contracting Officer in writing at least ninety days prior to the date when, in the Contractor's best judgment, the work will reach the point at which the total amount payable by the Government, including any cost for termination for convenience, will approximate 85 percent of the total amount then allotted to the contract for performance of the applicable item(s). The notification will state (1) the estimated date when that point will be reached and (2) an estimate of additional funding, if any, needed to continue performance of applicable line items up to the next scheduled date for allotment of funds identified in paragraph (j) of this clause, or to a mutually agreed upon substitute date. The notification will also advise the Contracting Officer of the estimated amount of additional funds that will be required for the timely performance of the item(s) funded pursuant to this clause, for a subsequent period as may be specified in the allotment schedule in paragraph (j) of this clause or otherwise agreed to by the parties. If after such notification additional funds are not allotted by the date identified in the Contractor's notification, or by an agreed substitute date, the Contracting Officer will terminate any item(s) for which additional funds have not been allotted, pursuant to the clause of this contract entitled "Termination for Convenience of the Government."

(d) When additional funds are allotted for continued performance of the contract line item(s) identified in paragraph (a) of this clause, the parties will agree as to the period of contract performance which will be covered by the funds. The provisions of paragraphs (b) through (d) of this clause will apply in like manner to the additional allotted funds and agreed substitute date, and the contract will be modified accordingly.

(e) If, solely by reason of failure of the Government to allot additional funds, by the dates indicated below, in amounts sufficient for timely performance of the contract line item(s) identified in paragraph (a) of this clause, the Contractor incurs additional costs or is delayed in the performance of the work under this contract and if additional funds are allotted, an equitable adjustment will be made in the price or prices (including appropriate target, billing, and ceiling prices where applicable) of the item(s), or in the time of delivery, or both. Failure to agree to any such equitable adjustment hereunder will be a dispute concerning a question of fact within the meaning of the clause entitled "Disputes."

(f) The Government may at any time prior to termination allot additional funds for the performance of the contract line item(s) identified in paragraph (a) of this clause.

(g) The termination provisions of this clause do not limit the rights of the Government under the clause entitled "Default." The provisions of this clause are limited to the work and allotment of funds for the contract line item(s) set forth in paragraph (a) of this clause. This clause no longer applies once the contract is fully funded except with regard to the rights or obligations of the parties concerning equitable adjustments negotiated under paragraphs (d) and (e) of this clause.

(h) Nothing in this clause affects the right of the Government to terminate this contract pursuant to the clause of this contract entitled "Termination for Convenience of the Government."

(i) Nothing in this clause shall be construed as authorization of voluntary services whose acceptance is otherwise prohibited under 31 U.S.C. 1342.

(j) The parties contemplate that the Government will allot funds to this contract in accordance with the following schedule:

On execution of contract	\$ _____
(month) (day), (year)	\$ _____
(month) (day), (year)	\$ _____
(month) (day), (year)	\$ _____

12.4 FAR CLAUSES

The following FAR clauses are in addition to those covered in the Alliant contract:

- **FAR 52.204-9 - Personal Identity Verification of Contractor Personnel (Jan 2011)**
- **FAR 52.217-8 - Option to Extend Services (Nov 1999)**
- **FAR 52.217-9 - Option to Extend the Term of the Contract (Mar 1989)**
- **FAR 52.222-54 - Employment Eligibility Verification (Jan 2009)**
- **FAR 52.224-1 - Privacy Act Notification (Apr 1984)**
- **FAR 52.224-2 - Privacy Act (Apr 1984)**
- **FAR 52.227-14 - Rights in Data (Dec 2007)**
- **FAR 52.227-16 - Additional Data Requirements (June 1987)**
- **FAR 52.232-18 - Availability of Funds (Apr 1984)**
- **FAR 52.232-19 - Availability of Funds for Next Fiscal Year (Apr 1984)**
- **FAR 52.232-20 - Limitation of Costs (Apr 1984)**
- **FAR 52.232-22 - Limitation of Funds (Apr 1984)**
- **FAR 52.237-3 - Continuity of Services (Jan 1991)**
- **FAR 52.239-1 - Privacy or Security Safeguards (Jul 2002)**
- **FAR 52.245-1 - Government Property (Aug 2010)**
- **FAR 52.246-4 - Inspection of Services-Fixed Price (Aug 1996)**
- **FAR 52.246-6 - Inspection of Services-T&M and Labor Hour (Jan 1986)**

- **FAR 52.237-3 Continuity of Services (Jan 1991)**

(a) The Contractor recognizes that the services under this contract are vital to the Government and must be continued without interruption and that, upon contract expiration, a successor, either the Government or another contractor, may continue them. The Contractor agrees to—

(1) Furnish phase-in training; and

(2) Exercise its best efforts and cooperation to effect an orderly and efficient transition to a successor.

(b) The Contractor shall, upon the Contracting Officer's written notice, (1) furnish phase-in, phase-out services for up to 90 days after this contract expires and (2) negotiate in good faith a plan with a successor to determine the nature and extent of phase-in, phase-out services required. The plan shall specify a training program and a date for transferring responsibilities for each division of work described in the plan, and shall be subject to the Contracting Officer's approval. The Contractor shall provide sufficient experienced personnel during the phase-in, phase-out period to ensure that the services called for by this contract are maintained at the required level of proficiency.

(c) The Contractor shall allow as many personnel as practicable to remain on the job to help the successor maintain the continuity and consistency of the services required by this contract. The Contractor also shall disclose necessary personnel records and allow the successor to conduct on-site interviews with these employees. If selected employees are agreeable to the change, the

Contractor shall release them at a mutually agreeable date and negotiate transfer of their earned fringe benefits to the successor.

(d) The Contractor shall be reimbursed for all reasonable phase-in, phase-out costs (*i.e.*, costs incurred within the agreed period after contract expiration that result from phase-in, phase-out operations) and a fee (profit) not to exceed a pro rata portion of the fee (profit) under this contract.

13.0 ADMINISTRATIVE CONSIDERATIONS

13.1 Points of Contact

DAU Customer Representative

TBD

Alternate DAU Customer Representative

TBD

Contracting Officer (CO)

Nancy Ballay

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Contracting Officer Representative (COR)

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13.2 Correspondence

Copies of all written deliverables, correspondence, status reports, invoices, etc. shall be delivered to the DAU PMs. On-site PMs will provide project daily technical coordination with the contractor within the scope of the Task Order (TO). The DAU PMs are NOT authorized to change any of the terms and conditions of the TO. Changes in the scope of work will be made only by the Contracting Officer by properly executed modifications to the TO.

13.3 Government Furnished Equipment (GFE)/ Government Furnished Information (GFI)

The Government will provide limited office space (a maximum of 12-15 onsite personnel), office supplies, and computer and software resources at DAU offices in Ft. Belvoir, VA.

The Government will provide copies of existing learning assets and documentation to the contractor for maintenance projects they need in support of projects associated with this task order. The Government will also provide access to DAU information technology personnel and LCIC personnel to augment Government-provided information and assist the contractor with identifying requirements, learning asset conversion, design, and development, and technical implementation efforts. Upon request of the Government, all Government furnished items shall be returned to the Government. All equipment or items furnished to the contractor shall be surveyed and a GFE/GFI list report shall be delivered to the COR at end of the task order.

The contractor has the primary responsibility for exercising reasonable care and control of Government property in its possession, or usage. Responsibility for reasonable care and control of Government property provided under the contract in the possession of a subcontractor remains with the prime contractor. The contractor may be liable for damages, shortages of Government property when it is disclosed that the property is lost, damaged, or destroyed. Government-furnished property must be used only for the purposes set forth in this task order.

13.4 Technical Direction

Technical Direction must be within the scope of work described in the Performance Work Statement (PWS). The DAU Client Representative and/or the GSA Contracting Officer's Representative do not have the authority to, and may not issue, any Technical Directions which:

- a. Constitutes an assignment of additional work outside of the PWS.
- b. Constitutes a change as defined in 52.243-1 CHANGES - FIXED-PRICE (AUG 1987)--ALTERNATE I (APR 1984) in any manner causes an increase or decrease in the total estimated contract cost, fixed-fee, or the time required for contract performance.
- c. Change any of the expressed terms, conditions, or specifications of the contract.

All Technical Direction shall be issued in writing by the GSA CO or the designated representative. The Contractor shall proceed promptly with the performance of Technical Direction duly issued by an authorized representative in the manner prescribed above.

If, in the opinion of the Contractor, any instruction or technical direction issued is within one of the categories as defined above, the Contractor shall not proceed but shall notify the GSA Contracting

Officer in accordance with FAR 52.243-7 Notification of Changes (APR 1984).

13.5 Contract Type

The Government anticipates awarding a hybrid (Firm Fixed Price/Time & Materials) type task order. The CLIN structure for this Task Order is depicted in the table below. The Contractor's invoicing per GSA Invoicing Clause, project plans, spend plans, and financial reporting under this TO shall provide for traceability and map to the CLIN/sub-CLIN structure and shown below:

CLIN No.	CLIN Type	PWS Ref. Nos.	Description
x001	Firm Fixed Price (FFP)	4.1	Program Management Support
x002	Time and Materials (T&M)	4.2	Learning Asset analysis, development, sustainment, and review support
x003	Time and Materials (T&M)	4.3	Learning asset systems development, maintenance, and operations support
x004	Time and Materials (T&M)	4.4	Optional support for tasks 4.2-4.3
x005	Time & Materials (T&M)	4.5	Special Projects and Studies
T00x	Firm Fixed Price (FFP)	4.6	Transition Support
x007	Cost Reimbursable	8.1	Travel
x008	Cost Reimbursable	8.2	Other Direct Costs (ODCs)

14.0 APPENDICES

Appendix A	Quality Assurance Surveillance Plan (QASP)
Appendix B	Contractor Non-Disclosure Agreement
Appendix C	ATLAS Diagram
Appendix D	Blackboard Diagram
Appendix E	DART Diagram
Appendix F	Tier II Incident Information
Appendix G	DAU Tier II Helpdesk Historic Information
Appendix H	GLTC Incident Management Process Workflows
Appendix I	Incident Management Blackboard Workflows
Appendix J	Incident Management GLTC Help Process Workflows
Appendix K	Incident Management Triage Workflows
Appendix L	Integrated e-learning Helpdesk Support
Appendix M	DAU Service Support Impact and Urgency